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23 May 1966

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report/Chiefs of Station Seminar No. 6  
25 April - 6 May 1966REFERENCE : Course Report/Chiefs of Station Seminar No. 5,  
dated 2 March 1966.

1. The 6th running of the COS Seminar was held at Headquarters in Room 1A-13 from 25 April to 6 May 1966 (See Course Schedule, Attachment A). Eighteen officers took the course, ranging in grade from GS-11 to GS-16, and representing six divisions (WE, FE, WH, EE, NE, and AF). Their average age was 43 years, their average length of service in the Agency was 16 years, and their average grade was GS-14 (See Roster - Attachment B). One student was withdrawn from the course at the end of the first week by his division to perform an urgent TDY mission; five students who were registered at the National Interdepartmental Seminar were forced to divide their time during the second week of the course about half-and-half between the COS Seminar and the National Interdepartmental Seminar because of a conflict in scheduling (a repetition of this has been eliminated as a factor in future runnings, so that COS designates may have the full benefit of both courses). Another student withdrew from the course during the second week so as to attend the CS Scientific and Technical Operations Course which was being given concurrently in Room 1A-07 (in future, this overlapping too will be eliminated). Finally, one student fell ill and was unable to attend the last day of the course. One of the 18 students was [REDACTED]

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[REDACTED] of the Operations School, who was monitoring the course in connection with his project to identify elements appropriate for an Advanced Operations Seminar to be set up for mid-career operations officers. Several sessions were monitored by Mr. [REDACTED]

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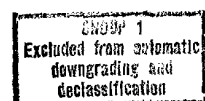
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who is about to leave [REDACTED] for the post of COB [REDACTED]. Also, one session was monitored by Mr. [REDACTED] COS designate for [REDACTED]

2. The general "personality" of this course was lively, and the atmosphere was one of mature, serious inquiry into the manifold problems which confront the beginning Chief of Station. The quality of the discussions was kept at a high average level through the active participation of four senior officers headed for major COS posts in [REDACTED]

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3. Considerable emphasis was placed this time on student participation through discussion of case studies, problem-solving, and presentations by the students themselves. In addition, greater use was made of panels of experts to spark discussion. Student reaction to this approach, as expressed by them in their final critiques, was that: (1) the student presentations were not very successful, mainly because the students did not have the time to do the necessary research; (2) the case studies and problem situations were built around areas important to the COS, but they needed to be brought into better focus, more time should be allowed for discussion of them, and they should be introduced by an expert. (Chief Instructor comment: I readily agree that our problems need refining, and while we do not want to set them up with answers that are too "pat", I agree that the student should emerge from the problem-solving session where possible with a relatively clear definition of DDP doctrine.) Regarding the lecture presentations, some students criticized the speakers for failing to focus on the level of experience represented in the class and on the nature of their forthcoming assignments. The Chief Instructor will try to hammer this point home when he calls on the speakers in preparation for the next running.

4. Both the DDCI and the DDP appeared during the course. The DDCI was included for the first time and requested students to submit questions. Because of the coincident publicity in the press, students in their questions to the DDCI focused on the public image of the Agency, and this resulted in the DDCI levying a requirement for each student to submit to him their views on how to better our image. This has been done by separate memorandum. The questions submitted to the DDP this time were unusually varied and provided the DDP, we believe, with useful pegs for outlining his principal operational convictions.

5. Suggested changes for the next running of the course:

a. Try to adhere to a minimum of 15 students. The figure of 18 is just about ideal, in terms of providing plenty of material for lively exchanges of views. There is such a thing as a critical mass for good group discussion, and it is, in my opinion, very close to 18. We noticed a definite slowing down of the pace when five of our members quit the course for half of the second week.

b. Consider cutting down or eliminating the student seminar presentations and using OTR instructors and DDP experts to lead discussion periods centered on given areas of DDP doctrine (long-range cover, penetration of opposition groups, etc.).

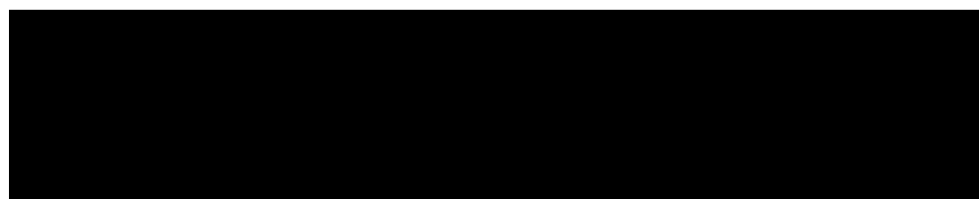
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c. Rework all case studies and problems, and define in advance what lessons we want to draw from such sessions.

d. Try to find one or more senior officers to lead a discussion on how to organize a 5-man station to hit the priority RMD targets effectively. These officers should not be from the interested staffs because the students right away smell a sales pitch.

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g. Give some thought to a presentation by the DDS&T.

h. Be sure to obtain questions for the DDP and the DDCI in plenty of time to check whether by coincidence most questions are on the same subject.

i. Request the DCI to chat with the group informally in the USIB conference room.

j. Include the Office of Communications presentation on the breakdown of communications at Pearl Harbor. This is probably best done jointly with the Midcareer Course.

k. Include a presentation on the legal aspects of evidence.

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l. Bring into sharper focus the presentation on the estimative function of the COS, perhaps using [REDACTED] and [REDACTED] on a panel.

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m. Include a panel on the role of requirements in the work of the field case officer, i.e., how does he use them as a guide to organizing his operational activities?

n. The SR portion of the course needs to be focused better on the managerial problems inherent in the problem of bringing a larger proportion of station assets to bear on the Soviet target. Perhaps the best way to do this would be to ask Chief, SB to identify two or three stations which have been "trying hardest"

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on the Soviet target, and then line up ex-COS's from those stations for a panel discussion on how they did it. In this connection be it noted that every class produces at least one question for the DDP to answer during the final hour along the lines of "Is there a way to correct the tendency on the part of some Stations and

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6. Administration. No serious problems were encountered during this running of this course from an administrative view. The physical environment in 1A-13 is now excellent, and the only remaining need is for soundproofing to be applied to the doors.

Chief Instructor

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Attachments: (w/orig. only)

- A - Course Schedule
- B - Student Roster
- C - Questions for the DDP

Distribution:

- Orig - DTR
- 1 - C/OS/TR
- 1 - DDP/TRO

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ORIGINAL DOCUMENT MISSING PAGE(S):

Missing Attachment